

## PRESIDENT'S MESSAGE

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In common with several other recent Presidents of Division 14, I have felt a growing concern about the absence of a systematic program of financial support for graduate students in Industrial Psychology. True, many staff members have struggled mightily to find their own sources of such support. Sometimes they have been successful, perhaps too successful. Universities have felt that they could care for themselves and have permitted them to do so. Nevertheless, I had (and have) a feeling that a stricture in support is gradually reducing the flow of Industrial Psychologists through Psychology Departments to a trickle. Programs in Schools of Business or Industrial Management have probably compensated the loss to an undetermined extent. At any rate, speculations of this sort are only speculations in the absence of evidence, so I wrote A.P.A.'s central office, and John Olson and Judith Cates kindly provided the raw data for two summaries which follow.

TABLE 1

Increases in A.P.A. Division Membership

	<u>'49-'57</u>	<u>'58-'63</u>	<u>'64-'69</u>
Division 14			
Industrial	373	180	187
Division 12			
Clinical	855	719	661
Division 3			
Experimental	166	175	176
(Division 6)			
(Physiol.-Comp.)	(415)	(147)	
Total 3 and 6	(590)	(323)	

It seems reasonable to compare growth in our own division with that in Clinical and in Experimental. The former is a roughly parallel applied area, and the latter is a basic or root discipline. Both have been subsidized at different times and in different ways. The emergence of divisions in A.P.A. occurred in 1948, but vagaries of the data for that year recommend 1949 as a base date for compar-

ison. In period one then ('49 to '57), membership in Division 12 with the V.A. clinical training program in full swing increased by over 800 members; membership in Division 14 increased less than half as much as membership in Division 12, but over twice as much as that in Division 3. The second time period ('58 to '63) is just subsequent to Sputnik, and money has now begun to flow into "basic research." The membership growth in Division 14 has slowed to a quarter that of Division 12, and Division 3 is now growing as rapidly as we are. In period three ('64 to '69), the relative status of the three divisions seems to be essentially unchanged.

Data for the second table were obtained by Miss Cates from the Doctorate Records File at the National Academy of Science. During the last decade, the person earning the degree has indicated his own area of specialization. Figures for the last five years are representative.

TABLE 2

Doctorate Degrees Granted in Psychology

	'64	'65	'66	'67	'68
Industrial	50	38	48	59	27
Clinical	371	380	360	439	313
Experimental,	258	317	373	381	224
Physiological & Comparative					

The ratio of Industrial to Clinical degrees is lower than the membership increase ratios of Table 1. The same would be true of Industrial vs. Experimental, Physiological and Comparative had the last three been combined in Table 1 as is parenthetically suggested. A possible implication is of interest--the practice of Industrial Psychology is apparently more popular than preparation for it, at least through Psychology. A comment by Miss Cates is germane. She says, "It is my impression from salary data and position openings that there is a fairly large demand for industrial psychologists, and that this demand has not been followed by an increased supply."

Obviously the tabled figures are only suggestive and represent effects of multiple causes. They do, however, constitute a bit of food for thought. Meanwhile, your division has an ad hoc Scholarships Committee charged with the specific mission of planning and implementing a program to provide financial support for qualified

graduate students, be they in Schools of Business or in Departments of Psychology. This committee has a difficult but vital task. It can use all the help all of us can provide. If you know of a source of potential support, please contact Dr. Forrest Fryer, co-chairman, Scholarships Committee at the address below.

The Xerox Corporation  
Xerox Square  
Rochester, New York 14603

With apologies to Winston Churchill, many may one day owe much to these few.

William A. Owens

# OFFICIAL DIVISIONAL BUSINESS

## MINUTES OF OUTGOING EXECUTIVE COMMITTEE MEETING

August 31, 1969

Washington, D. C.

Present: Ash, Boulger, Bray, Dudek, Drucker, Fryer, Guion, Henry, Jurgensen, Keenan, Lopez, MacKinney, Meyer, Niven, Owens, Parrish, Porter, Seashore, Speer, Thayer, Vincent

Absent: Brenner, Smith

### 1. Secretary-Treasurer's Report

The balance in the Division 14 treasury as of August 15, 1969 was \$1,517.75. This is improved as compared with a year ago, but it is still not as high as it should be considering the trend of Division 14 expenditures in recent years. Each issue of the Newsletter now costs us over twice as much as it did in the early years of that publication, and committee expenditures have risen rather substantially in the last few years. A motion was passed to create a budget committee, consisting of the President, the Secretary-Treasurer, and the President-Elect, to approve budgets for each of the committees, and to otherwise try to control Division expenditures.

### 2. Elections

Bill Owens, Chairman of the Elections Committee, announced the results of the election for Division offices. (See the Minutes of Business Meeting for details.)

### 3. Membership Committee

George Speer, Chairman of the Membership Committee, submitted a list of 37 candidates for Member status and 17 candidates for Associate status in Division 14. All of these candidates were approved by the Executive Committee to be submitted to the membership in the annual meeting for final approval. (See Minutes of Business Meeting for names.)

### 4. Fellowship Committee

Ed Dudek, the Chairman, reported that Fellows of Division 14 had been canvassed for suggestions regarding candidates for Fellowship and only four persons responded with a total of seven candidates suggested. Of these seven, the papers were completed for only three, and the Executive Committee at its June meeting approved only one of these for submission to APA. This candidate was approved by APA and his name will be submitted to the membership at the annual Business Meeting for final approval. Dr. Dudek called attention to the fact that the number of Fellows in Division 14 will decline because of the small numbers of candidates submitted by Division 14 each year for approval. The Executive Committee suggested that the Fellowship Committee review the candidates that had been considered by Division 14 over the last ten years or so to determine whether some of these should be resubmitted for approval to APA.

### 5. Program Committee

Felix Lopez, the Chairman, indicated that no last minute changes had been necessary, as is often the case, and the program seemed to be proceeding smoothly at this APA Convention. He also indicated that an attempt had been made to keep expenditures for this Committee to a minimum. He did think, however, that at least one physical meeting of the Program Committee is necessary each year.

### 6. Workshop Committee

Jack Parrish reported that the 1969 Workshop program seemed to have been very successful. No complaints were received about the additional \$10 fee for the Workshops, which has helped the Workshop treasury. (Recent Workshop programs had been run at a loss because of increased costs.) While some of the Workshop program was co-sponsored with Division 13, only 3 out of the 147 registrants were from Division 13. Therefore, Dr. Parrish recommended that Division 14 should not attempt to co-sponsor Workshops with other Divisions in the future. A motion to commend Dr. Parrish and his committee

for the excellent job they had done in conducting this year's program was approved unanimously by the Executive Committee.

7. Education and Training Committee

Art MacKinney reported that his committee had been very busy over the year dealing with nine different topics or issues, including (1) accreditation of graduate programs in industrial psychology, (2) the changing role of industrial psychology in universities, (3) communication between industrial and academically employed members, (4) a program to stimulate more qualified psychologists to join Division 14 (5) a future conference on graduate education, (6) a proposed "position paper" dealing with the professional doctorate degree, (7) preparation of a list of cases illustrating common research mistakes, (8) a review of the Division's stance regarding internships, and (9) revision of the Division's "Guidelines for Doctoral Education in Industrial Psychology."

8. Newsletter

John Boulger reported that only one issue of the Newsletter was published this year because of a number of difficulties encountered. Three issues are planned for the 1969 - 1970 year. It now costs approximately \$20 per page for the Newsletter publication, so Dr. Boulger suggested that we budget \$2,400 for the Newsletter and therefore limit the three publications to a total 120 pages per year. A limited amount of advertising is being sought for inclusion in the Newsletter to help to offset the expenses. The first ad appeared in the recently issued Newsletter. The question was raised as to whether we should solicit and charge for notices of position openings or positions desired. The Executive Committee voted that such notices should not be included in the Newsletter at the present time.

9. Professional Affairs Committee

Jarold Niven reported that his committee had dealt with seven cases involving charges of unethical practices and that all of these had been dealt with satisfactorily without having to

take any punitive action against the alleged offenders. This committee also attempted to develop a casebook of illustrative violations of the ethical code, but concluded that insufficient material was available to warrant such a casebook for Division 14 alone. It will be suggested to the APA Committee developing such a casebook for the entire field of Psychology that more examples of Division 14 violations be included in that publication. Dr. Niven also reported that his committee had been re-examining their charter and decided that their primary role would not be to investigate violations of the ethical code, but that it should be more constructive—to formulate policy and to educate the membership in order to prevent violations. As a part of this plan, an article on ethical practices is being prepared for publication in the Newsletter. This article will include not only material from the APA Casebook on Ethical Standards, but also the suggestion to members that they use the Professional Affairs Committee as a sounding board when they have questions about specific practices. In addition, the Committee will seek to perform a more active role in assisting the appropriate APA committees dealing with ethical practices when cases involving the fields of industrial and organizational psychology are being dealt with. In the future most ethical practices charges will be referred to the APA, other Divisions, or State Associations for investigation.

10. Public Relations Committee

Art Drucker distributed draft copies of two brochures that had been prepared to describe the field of industrial psychology. One of these is aimed at managers in industry and the second at students interested in graduate training. The printing costs for these brochures is being assumed by Ernst and Ernst Company. The APA office will distribute these booklets for Division 14 for the cost of the mailing only.

11. Scientific Affairs Committee

Paul Thayer reported that a major activity of his committee had been to administer two awards programs. The winners of the Cattell Award will be announced at the Division 14 Business Meeting. Plans are being made to insure that the disser-

tation award program will be administered successfully during the coming year. Dr. Thayer also reported that his committee is planning to meet with Dr. Guion to discuss the preparation of a handbook of industrial psychology to be sponsored by the Scientific Affairs Committee and edited by Dr. Guion. (See Announcements Section) Another activity of this committee has been to assist the Education and Training Committee in preparing an annotated list of common research mistakes made in carrying out projects in industrial psychology.

12. Special Interests Activities Committee

Jim Keenan, the Chairman, reported that his committee had been reviewing past programs of Division 14 at APA and at regional conventions to identify issues or topical areas that do not seem to be given adequate attention within the Division at the present time. The areas so identified will be called to the attention of the Program, Workshop, and other committees, with the recommendation that activities might be provided for persons with the respective interests. The Executive Committee suggested that the Special Interests Activities Committee solicit ideas from the membership regarding areas that are not now adequately covered by Division 14 activities.

13. Ad Hoc Scholarship Fund Committee

Forrest Fryer, reporting for this committee, stated that the Psychological Foundation of the APA had been approached and they are now considering the request to administer the Division 14 Scholarship funds that will hopefully be raised by this Committee. Heavy reliance is being placed on the Education and Training Committee to determine the criteria for the selection of recipients while the Ad Hoc Committee accelerates its canvassing and fund-raising activities. Dr. Fryer reported that a commitment has been received from one source for an initial contribution to this Fund.

14. Other Business

Bob Guion reported that he had attended the meeting of the Inter-Association Council of Test Review and that this Coun-

cil had conducted a survey of test reviewers to determine the feasibility of publishing a journal of test review. No action on the part of Division 14 is necessary at present.

Norm Vincent reported that the second annual salary survey of Division 14 membership had been completed. The response rate was almost identical to that of last year, about 55%. The problem of the relatively poor response to this survey by the membership was discussed at some length. It was decided that steps should be taken to increase the response rate to next year's survey. The Executive Committee commended Dr. Vincent for the excellent work he has done on these surveys and encouraged him to continue them on an annual basis.

Lyman Porter mentioned that he had been appointed to the Board of Editors for the Annual Review and asked Executive members to submit suggestions regarding the chapter structure for materials in the industrial and organizational fields for the Annual Review.

The proposal that the name of Division 14 be changed was again discussed and it was decided that this issue should be brought before the membership at the Annual Meeting for discussion and possibly a "straw vote."

Respectfully submitted,

Herbert H. Meyer  
Secretary-Treasurer

## MINUTES OF BUSINESS MEETING

September 1, 1969

Washington, D. C.

### 1. Secretary-Treasurer's Report

A financial statement showing the comparative figures for the last five years, including balances as of June 30 each year, expenditures and income over the years, was distributed to the members present. The balance as of June 30, 1969 was \$1,667, which is an improvement over last year due to reduced expenditures and an increase in the assessment on Members and Fellows of one dollar which became effective in the past year.

Copies of the brief annual report for Division 14 which had been submitted to APA were also distributed.

### 2. Election Report

Dr. Owens reported the following results of the election of Division 14 officers:

President-Elect

Herbert H. Meyer

Secretary-Treasurer and  
Representative to APA  
Council (1969-1972)

Donald L. Grant

Member-at-Large of the  
Executive Committee  
(1969-1972)

Marvin D. Dunnette

### 3. Membership Committee

George Speer distributed a list of 37 candidates for Member status and 17 candidates for Associate status, which had been approved by the Membership Committee and the Executive Committee. All of these were approved by voice vote of the membership present. They are:

### Associate:

Axline, Larry L.  
Blakeney, Roger N.  
Botterbusch, Karl F.  
Colenaty, Charles A.  
Corts, Daniel B.  
Dyer, Patricia J.  
Erickson, Clara O.  
Griswold, Kenneth W.

Habley, Peter C.  
Matteson, Michael T.  
Mullen, John M.  
Reed, Walter G.  
Scalia, Frank A.  
Swertloff, Arnold B.  
Thorpe, Robert P.  
Tornow, Walter W.  
Ulmer, William Jr.

### Member:

Abbott, Muriel Macpherson McKee, Michael G.  
Anikeef, Alexis M. Mitchell, M. D.  
Armstrong, Thomas B. Mitchell, Vance F.  
Bailey, Gerald C. Musser, Charles E. Jr.  
Batus, John A. Perlson, Michael R.  
Clizbe, John A. Penzer, W. N.  
Cummings, Larry L. Peters, David R.  
Donaldson, Robert J. Platt, Henry  
Evans, Martin G. Reck, Martin  
Faunce, Richard W. Rogers, Kenn  
Fournet, Glen P. Schwartz, Henry A.  
Graen, George B. Sellman, Wayne S.  
Hulin, Charles L. Siegel, Jacob P.  
Jacobs, Paul D. Smith, Preston E.  
Kalick, Maureen Stoloff, Peter H.  
Kessler, Clemm. C. III Stone, Bryce D. Jr.  
Lappe, Jack Taaffe, Gordon  
Leshner, Martin Wieland, George F.  
Yukl, Gary

### 4. Fellowship Committee

Dr. Dudek submitted the name of one candidate, Edward E. Lawler, who had been approved by APA, to the membership for approval. The membership approved by voice vote with no dissenting votes.

Dr. Dudek also reported on the work the Fellowship Committee had carried out over the last two years with regard to criteria and procedures for electing Fellows. The APA Policy and Planning Board has been studying this issue and solicited suggestions and recommendations from Divisions. Division 14 recommended to this Board that (1) Fellowship status should be continued, (2) a quota should be applied so that the ratio of Fellows to Members should not exceed about one in five (3) Fellowship status should be based on contribution to the field and not on professional competence, and (4) the establishment of criteria and the screening and approval of candidates should be delegated entirely to the Divisions.

5. Program Committee

Dr. Lopez expressed his appreciation to the members of his Program Committee for the great amount of work they had contributed in formulating the program over the year, and to the Division 14 membership for their excellent response to the call for papers. It was not necessary to make any last-minute changes in the program and it seemed to be running smoothly.

6. Workshop Committee

Dr. Parrish reported that this year's workshop program was arranged to be consistent with the overall theme for the APA Convention, "Psychologists and Social Responsibility." The number attending this year's workshops was the highest ever even though the fee had been raised. No complaints were received regarding the raise in fee.

An innovation was introduced this year of having graduate students assigned to each workshop to prepare brief summaries of the proceedings which will be distributed to the attendees in the next few weeks. Two of the workshops were co-sponsored with Division 13, but very few members of Division 13 registered for these sessions. Dr. Parrish expressed appreciation to each of the members of his committee who worked very hard in arranging the program, and to Dr. Ray Hedberg, who arranged for the facilities in Washington even though he was no longer a member of the committee.

7. Education and Training Committee

Dr. MacKinney distributed a brief report of the many activities of his committee over the past year. Attention was focused on nine major topics. (These are presented in detail in the Minutes of the Outgoing Executive Committee Meeting.) Special attention was called to the accreditation issue, since this program, if adopted by APA, would affect all professional programs including Industrial Psychology.

8. Newsletter

Dr. Boulger, the Editor, explained that increasing costs of publication and difficulties in getting material resulted in the three issues planned for this year being combined into one. Three issues are planned for the coming year, with the first to be published this Fall.

9. Professional Affairs Committee

Dr. Niven reported that his committee made plans to concentrate on positive actions that can be taken to minimize alleged ethical violations by Division 14 members. Excerpts from the ethical code and case examples of violations will be published in the Division 14 Newsletter for the guidance of members. The committee will also provide consulting help to members who have questions about the ethics of certain practices. The question was raised by a member present as to what actions can be taken if non-members or non-psychologists violate ethical standards. Members were reminded that 46 states have legislation to help curb unethical practices in the field and that the states usually use the APA code as a guide.

10. Public Relations Committee

Dr. Drucker distributed draft copies of two brochures produced by this committee to acquaint industrial managers and college students respectively with the field of industrial psychology. Appreciation was expressed for the financial assistance provided by the firm of Ernst and Ernst in the publication of these brochures. Dr. Drucker also indicated that other firms wishing

to provide financial help for publishing these brochures would receive appropriate recognition for such support.

11. Scientific Affairs Committee

Dr. Thayer, the Chairman, reported that his committee had focused attention on three activities: (1) administration of the Cattell Award program, the winners of which were to be announced later in the meeting by the President; (2) the Dissertation Award program which was not inaugurated this year as originally planned due to poor timing on the announcement and other administrative difficulties (this program will be launched in the coming year); and (3) planning a handbook in industrial psychology, which Dr. Robert Guion has agreed to edit.

12. Special Interests Activities Committee

Dr. Keenan, the Chairman, reported that his committee had been reviewing topics covered in past Division 14 programs at APA and regional meetings of psychologists, along with a review of recent publications by industrial psychologists to determine trends in the field and to identify topical areas which do not seem to be covered adequately by Division 14 activities at the present time. Several areas have already been identified in need of further attention, such as (1) the psychologist's role in studying and shaping cultural trends, (2) the description and classification of organizational concepts, (3) studies of work itself, and (4) the psychology of non-work activities (apart from leisure activities). Plans are being made to survey the membership of Division 14 for their suggestions of activities needing attention. Dr. Keenan also reported that the committee will be enlarged in order to focus more attention on special areas of interest to industrial psychologists.

13. Ad Hoc Scholarship Fund Committee

Dr. Forrest Fryer, reporting for this committee, indicated that several foundations or funds had been approached and there was some degree of receptivity to our cause, although it

appears that it will not be as easy to raise money for scholarships as we had hoped it would be. A study of methods for administering the funds has indicated that it will be desirable to use the Psychological Foundation of the APA for this purpose, since that organization has the necessary legal status and a favorable history and reputation among organizations that are potential sources of money. The primary function of this committee over the coming year will be to raise money for scholarships.

14. Salary Survey

Dr. Norman Vincent who is administering this survey for the Division, reported that the response in percentage returning the questionnaire this year was almost identical to that of last year, namely 54.4%. He urged members to take the time to complete the questionnaire next year in the planned third annual Division 14 salary survey. The results of both the 1968 and 1969 surveys will be published in the next issue of the Division 14 Newsletter.

15. Presentation of James McKeen Cattell Award

Dr. Seashore announced the following award under the Sixth Annual Cattell Award competition:

Winning Proposal: "The Etiology of Organizational Commitment: A Longitudinal Study of Initial States of Employee-Organization Relationships."

Authors: Lyman W. Porter and Frank J. Smith.

16. Name Change Proposal

Dr. Seashore reported that the Executive Committee had discussed the possibility of changing the name of Division 14 to "Industrial and Organizational Psychology" in order to reflect more adequately interests of the entire membership. More

specifically, three reasons were given for recommending such a change in name: (1) the recommended title is now widely used and accepted in the field of psychology, (2) many members feel that the name Industrial Psychology alone creates a false image of the work of a number of the members, and (3) many non-members who should belong to Division 14 object to the limited connotation of the present name. A straw vote taken by show of hands revealed that the great majority of members present at this meeting favored the suggested name change for the Division. Therefore, the necessary actions will be taken to submit to the membership for approval at next year's meeting a bylaw change necessary to adopt the new name.

17. Other Business

Attention was called from the floor to the fact that a statement which was very disparaging to the field of industrial psychology had been made by the group which calls itself "Psychologists for Social Action." The question was raised as to whether the Division should make some type of formal response to this statement. The sense of the discussion that followed seemed to be that it would be best to ignore the statement.

A suggestion was made that it might be wise for the Division to establish a Committee on Public Policy. This suggestion will be taken under advisement by the Executive Committee.

18. Induction of New President

Dr. Stanley Seashore introduced to the membership Dr. William A. Owens who officially assumed his new position as President of the Division. Dr. Owens accepted the gavel, and introduced Dr. Seashore who gave the Presidential address, "The Durability of Organizational Change."

Respectfully submitted,

Herbert H. Meyer  
Secretary-Treasurer

## MINUTES OF INCOMING EXECUTIVE COMMITTEE MEETING

September 3, 1969

Washington, D. C.

Present: Boulger, Bray, Drucker, Dunnette, Fleishman, Fryer, Grant, Guion, Keenan, MacKinney, Meyer, Miner, Owens, Porter, Seashore, Thayer, Zuckerman

Absent: Brenner, Kirchner, Niven, Smith, Speer

Dr. Owens opened the meeting by introducing and welcoming the new members of the Executive Committee.

### Education and Training Committee

Dr. MacKinney, who is continuing as chairman, discussed the need for revising the guidelines on graduate education. He also mentioned the possibility of a conference on graduate education. A draft statement on the proposed Psy. D. degree is in preparation. A report of the APA Committee on Accreditation was circulated. This Committee proposes to extend accrediting of graduate education to all professional areas of Psychology, at the Ph.D. level in the very near future and at the M.A. level subsequently. The Executive Committee was asked to consider this recommendation. A question concerning accreditation of non-psychology departments offering graduate training in professional psychology was raised. The posture of our Division regarding the implications of this possibility for graduate education in industrial psychology will be given further consideration. Dr. Owens suggested that we monitor the activities of the APA Education and Training Board until we are represented on it.

### Fellowship Committee

Several issues regarding Fellowship requirements were discussed. The new chairman of the committee, Dr. Fleishman, stated that his committee would review the issues and make recommendations at the next meeting of the Executive Committee.

### Program Committee

The new chairman, Dr. Miner, reported that his committee would take the initiative in stimulating symposia for the 1970 meetings. Dr. Seashore suggested the possibility of symposia based on the work of Division 14 committees.

### Public Relations Committee

Dr. Drucker reported that his committee plans to discuss several areas of possible activity, including how to handle criticisms of industrial psychologists by radical student groups and others who are not so radical. The committee is considering publishing pertinent articles in such popular magazines as Psychology Today.

### Scientific Affairs Committee

In the absence of the new chairman, Dr. Kirchner, Dr. Thayer reported that progress is being made on the Handbook of Industrial Psychology.

### Workshop Committee

Dr. Zuckerman, the new chairman, reported that his committee is seeking suggestions for workshop topics. A survey for this purpose is being considered.

### Elections Committee

Dr. Meyer reported that a note would appear in the forthcoming issue of TIP reminding members of their responsibility for nominating candidates for Division office. To assist members in making the nominations the names of Division committee members, in addition to those of present and past Division officers, will be furnished the membership at the time, early in December, when nominations are to be requested.

### Special Interests Activities Committee

Dr. Keenan, continuing as chairman, discussed several matters which his committee is considering. He noted that the committee needed help in coming up with new ideas, so were considering adding students doing graduate work in industrial psychology and even non-psychologists who could represent a management viewpoint. Such persons would serve in an advisory, ex-officio capacity. At the suggestion of Dr. Porter a motion was made and passed that the role of Division 14 with respect to government agencies and similar organizations be added to the functions of the committee.

### Newsletter

The editor of TIP, John Boulger, noted that the most recent issue

of TIP included the first advertisement to be accepted and that George Speer had agreed to serve as business manager. A question was raised as to whether TIP should include advertisements for position openings. The need to establish a budget for TIP was noted. Currently, the printing costs are \$20 per page. Drs. Boulger, Grant, and Meyer were asked to meet and consider an appropriate budget.

### Ad Hoc Committee on Graduate Student Fellowships

Dr. Fryer, co-chairman with Dr. Brenner of the committee, reported that the committee is considering several matters and would have a number of specific recommendations to present at the next meeting of the Executive Committee. He noted that his committee will need funds to go after dollars; a budget proposal will be submitted. Active consideration is being given the American Psychological Foundation as administrator of the proposed program. In addition, criteria for receiving dollars are under review. Heavy reliance is being placed on the Education and Training Committee to develop standards for determining appropriate educational programs in order to allow the Ad Hoc group to focus primarily on fund raising. Included will be business administration settings as well as psychology departments, internship programs, scholarships, etc. Dr. Guion suggested consideration be given to industrial research fellowships.

### Other Business

Dr. Bray reported on the APA Council of Representatives meeting at the Convention. Pertinent details concerning the confrontation by the Black Student Psychologists' Association were reviewed and discussed. An APA Committee was set up by Council to consider the demands of the black students. Its report will be the first item of business on the agenda at the October meeting of Council. Dr. Owens indicated to Division 14 Council representatives that it was the sense of the Executive Committee that at the October meeting they use their own judgments on the matter.

Dr. Bray also suggested that a roster of Division 14 members involved in the APA structure be prepared. Dr. Grant agreed to obtain such a list.

The next meeting of the Executive Committee is scheduled for January 16 and 17, 1970 in Detroit.

Respectfully submitted,  
Donald L. Grant, Secretary-Treasurer

## ANNOUNCEMENTS

### It Must Be the Zeitgeist

A handbook of Industrial and Organizational Psychology is in preparation as mentioned at the Business Meeting in Washington, but the plans for it have been modified.

After the announcement in September, Marvin Dunnette let it be known that he had recently signed a contract for the Editorship of such a Volume, not knowing of the Division's efforts. As the motivation of the Scientific Affairs Committee, Executive Committee and the Committee-selected Editor, Bob Guion, was to have a scholarly handbook produced, all are pleased that an equally distinguished scientist is anxious to make this contribution to the field.

The Division and Dr. Guion have therefore withdrawn their plans in favor of Dr. Dunnette's. The committees wish to thank Dr. Guion for his work thus far and all wish Dr. Dunnette success in his endeavor.

\* \* \*

### Industrial Psychology Dissertation Award

Those whose dissertations in industrial psychology are approved in 1969 and their advisors are reminded of the Division 14 sponsored Industrial Psychology Dissertation Award.

The winner of the award will be asked to present a paper based on his dissertation at the annual convention of the American Psychological Association in time allocated to Division 14. A suitable certificate symbolizing recognition of his high achievement will be presented to the award winner at that time. In addition, convention expenses of the winner will be subsidized up to an amount of \$200.00.

Entries must be sponsored by a member of the American Psychological Association. Membership of the sponsor in Division 14 is not required. Entries will be judged by the Division 14 Committee on Scientific Affairs. In the absence of any deserving entries, the award may be withheld in any given year.

The award is given for research in industrial psychology only. It is designed to encourage creative and rigorous research in this area and to give recognition to those who have executed such work.

1. Five copies of a two-page abstract of a dissertation that has been completed and accepted by the entrant's committee should be submitted by February 1, 1970. A statement from the chairman and the graduate student's committee indicating date of acceptance must accompany the abstract.
2. The Scientific Affairs Committee will select no more than 15 of the most promising abstracts and will then request five copies of these dissertations.
3. From the actual dissertations reviewed, the committee will determine the winner and two honorable mentions. Final judging will be completed by June 1 and the winner will be notified shortly thereafter so that he may make plans for the presentation of his paper at the APA annual convention.
4. Entries and inquiries about the award competition are to be sent to the Secretary of Division 14. To be considered for the 1969 competition they must be in his hands by February 1, 1970. The Secretary is:

Mr. Donald L. Grant  
American Telephone & Telegraph Co.  
195 Broadway (Room 2122)  
New York, New York 10007

\* \* \*

Don Grant would like to have names of all Division 14 members involved on APA Committees or Task Forces. If you have not already notified him of your participation on such, please drop him a note, giving him the information at A.T.&T. Co., 195 Broadway (Room 2122), New York City, New York 10007.

\* \* \*

### Announcement of Meeting and Call for Papers

The International Society for the History of the Behavioral and Social Sciences (ISHOBSS) will meet May 8 - 10, 1970 at the University of Akron, Akron, Ohio.

The University of Akron is the site of The Archives of the History of American Psychology. The meetings will take advantage of this and there will be a number of exhibits and programs which will draw on the resources of the Archives.

Submitted papers and proposed symposia should be received by February 1 for presentation to the members of the program committee. Notice of the content of the program will be made by March 15.

Requests for forms, room applications and all inquiries concerning the program should be addressed to:

Dr. John A. Popplestone  
Department of Psychology  
The University of Akron  
Akron, Ohio 44304

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The Personnel Research and Analysis Department of the Ford Motor Company has initiated a Behavioral Scientist Intern Program. The purpose is to provide meaningful practical experience to outstanding graduate students in the behavioral sciences preparing for a career in industry. It is a half-time nine-month appointment. Mr. Stephen Whitlock, Ph.D candidate at Wayne State University, has been awarded the appointment for the 1969-70 academic year.

\* \* \*

Edward J. Robinson has taken a leave of absence as chairman of the Communication Research Division of Boston University's School of Public Communication to devote full time to his work as president of Training Development Center, a division of Sterling Institute. Dr. Robinson's firm specializes in programmed instruction, management development seminars, and the preparation of course materials under contract with various industries and government agencies.

\* \* \*

William E. Kendall, Raold W. Bowers, Ronald M. Schwartz, and MacEldin Trawick have formed a firm to provide personnel and

psychological consulting services to industrial, educational and governmental organizations.

The firm, Kendall, Bowers, and Schwartz, Inc. has offices at 470 Mamaroneck Avenue, White Plains, New York.

\* \* \*

#### Remember, Jack, It's Publish or Parrish

Jack Parrish has accepted a position at the Graduate School of Business at the University of South Carolina. One of the things that Jack will be doing is setting up a Management Development Institute.

#### OTHER ANNOUNCEMENTS

The American Board of Professional Psychology, Inc., announce further changes in its policies and procedures governing application, candidacy, examination, and the award of the diploma:

1. The Board now offers a diploma in four specialties: Clinical Psychology, Counseling Psychology, Industrial and Organizational Psychology, and School Psychology.
2. Application may be made any time after experience requirement of five years is met. (Four years shall be postdoctoral.)
3. Following admission to candidacy, registration for oral examination can be effected any time by submitting a sample of professional work. Ordinarily, the examination will be scheduled within six months following registration.
4. To provide substantive content for the oral examination the candidate will present one or more samples of his typical practice as a professional psychologist. The oral examination is designed to judge the effectiveness of the candidate's efforts toward constructive intervention based on realistic assessment of the problem presented. Both intervention and assessment are defined broadly. It is understood that both assessment and intervention are integral parts of the same process. The Board has recently published a new edition of its brochure, Policies and Procedures. For copy write:

Noble H. Kelley, PhD, Executive Officer  
American Board of Professional Psychology, Inc.  
Southern Illinois University  
Carbondale, Illinois 62901

## RESEARCH NOTES

### THE USE OF AN ASSESSMENT CENTER IN THE MANAGEMENT CAREER PROGRAM

Joseph L. Moses  
American Telephone and Telegraph Company

Early in 1968, Pace College of New York established the Management Career Program for Disadvantaged Youth. This program was designed to identify and encourage talented young men living in severely depressed urban areas towards careers in the business world. In part, the program will provide financial support for the undergraduate and graduate education of students who qualify.

In determining qualification standards several factors are considered. Financial need and socioeconomic status are basic guidelines. Other factors, such as intellectual ability, motivation and personality characteristics are also used. Pace College felt, however, that the more traditional methods used in selecting students for a college setting might not be relevant. This is due, in part, to the nature of the applicant population, as well as the expressed purpose of the program which aims to identify potential management talent. In view of A.T.&T.'s experience in using assessment centers as a basis for identifying and selecting management potential, Pace College turned to this type of approach as a key factor in selecting potential students for their program.

A specially designed assessment center was initiated in the Fall of 1968. This program, while modeled on the A.T.&T. format, was specifically developed to elicit information which would indicate management potential without requiring specific management or business experience. The program contains an in-basket, a leaderless group type exercise, a structured interview, cognitive and personality data, as well as projective and sociometric materials. These are administered by a staff of

trained assessors, who are active in high school and college guidance functions, and who are quite familiar with a disadvantaged background. Each student is rated on a series of 25 management dimensions, ranging from leadership abilities to work habits. A global series of ratings are also made ranging from potential to succeed in college to potential to undertake a management career.

Students, selected for admission to the freshman year in the Fall of 1968 and 1969, will be assessed and serve as a normative group. Approximately 50 to 60 students, selected by traditional methods and recommendations by high school guidance counsellors in selected schools, are the basis for this group. Beginning in the Fall of 1970, potential applicants for the Management Career Program will be assessed, and their performance in this process will be used in determining admission to the program. In addition to normative data regarding the assessment process a longitudinal study is underway which will relate performance in the program with success in college and in business.

To date, 25 students have been assessed. Both participants and staff felt that the information provided by the process was extremely useful and helped to provide a basis of reference where none had existed previously. While more detailed analyses are pending, some preliminary findings are presented in Table 1.

TABLE 1  
Summary of Staff Judgments

Judgment	Yes	No	Staff Judgments Divided
Will this man stay in college or leave?	16	5	4
Will this man perform well enough in college to graduate?	15	7	3
Does this man have the potential for graduate work?	5	14	6
Does this man have the potential for a management career?	16	7	2

<sup>1</sup>The Cattell Award Proposal 1966 was titled: Individual and Organizational Patterns of Managerial Climate Attitudes: Predictive and Construct Validation. This research has been supported in part by the Life Insurance Agency Management Association, Hartford, Connecticut. The help of S. Rains Wallace, Paul W. Thayer and Donald Peterson is greatly appreciated. More detailed results may be found in Schneider and Bartlett (1968, 1969).

## STUDIES ON PROFESSIONAL UPDATING

A series of descriptive studies dealing with professional updating has been completed at the Pennsylvania State University. Four groups have been surveyed to date: engineers; managers (top and middle managers, and first-line supervisors); hospital supervisors; and municipal managers.

Each of the studies provide quantitative data on the self-perceived educational needs of each of the professional groups on a wide range of subjects. In addition, the reports present information on the extent to which each professional group is undertaking additional post-collegiate degree and non-degree work, the methods used in updating, supervisory attitudes toward professional development, and the extent of educational assistance plans within companies.

The studies have provided guidelines on the extent of interest in specific courses for updating formid-career education, and a basis for revising educational curricula. The surveys have been replicated by a number of universities for the purpose of gathering data on whether to establish graduate centers within their communities. Many companies have used the questionnaires to assess the updating needs of their professional employees.

Copies of the Highlights of the four studies: engineering, management, hospital, and municipal managers are available by writing Dr. Samuel S. Dubin, Department of Planning Studies, The Pennsylvania State University, 1 Shields Building, University Park, Pennsylvania 16802.

\* \* \*

## INDIVIDUAL DIFFERENCES AND ORGANIZATIONAL CLIMATE

### A Report of the 1966 Cattell Award Winning Proposal

Benjamin Schneider

Yale University

C.J. Bartlett

University of Maryland

This will be a relatively brief report of the progress we have made in our research on the relationships between organizational climate, individual differences, and effective performance. Our original proposal presented a personnel selection and classification model indicating that the individually oriented predictor-criterion model was not adequate. We suggested that in order to more fully understand and more accurately predict performance, selection and classification systems and research must also consider the situational variables (peers, superiors, etc.) under which individuals do their job. The more traditional selection procedures have concentrated research efforts on assessing individual characteristics while the more traditional organizational psychologists have stressed the impact of social psychological and structural variables on performance. To a great extent, then, formal personnel selection and classification procedures fail to consider differences in behavior to be expected from placing two similar people on the same job but with different situational contexts: different peer groups, different superiors, etc. At the same time organizational behaviorists have not considered the fact that the outcomes they describe, and in turn attribute to social and organizational conditions, are happening to individuals who have already undergone selection.

Given the same set of organizational conditions for a number of different organizations into which go individuals who differ in their attributes, one would expect differences in the behavior of those individuals. In turn, given the same set of individual attributes for a number of individuals who enter different organizational conditions, one would predict different individual behavioral outcomes. Our model thus suggests that in addition to the assessment of an individual's ability to do a job, at least two other pieces of information are required: the context of the job; and, the context in which a particular individual is most likely to succeed. We now have considerable data relevant to the job context question. This report will concentrate on the measurement of what we have called organizational climate. The procedures we are using for assessing the contexts in which the individual will most likely succeed will

<sup>1</sup>H. Roland Deterding of State Farm Insurance Companies was responsible for processing the data. His diligent efforts are gratefully acknowledged.

also be described.

#### Construction and Reliability of the Climate Measure

The first problem to be researched was the description of organizational climate. From an original set of approximately 600 descriptions of behaviors in life insurance agencies, 300 (actually 299) items were sent to 175 life insurance agency managers from two representative companies. The items, which comprise our definition of organizational climate, were descriptions of what the manager does, how he does it, what the agents do and how they do it, and attitudes they have toward each other and themselves. Concentration was on managerial style and attitudes regarding the agency as a discrete entity. The items were factor-analyzed resulting in six clearly interpretable factors (35% of common variance accounted for).

The resultant factors were described as managerial support, (manager concern for the agent as a person), managerial structure (the manager's concern for the task of actually selling insurance); new employee concern (helping the agent find out what selling insurance is like; recruitment and training). The first three factors thus specify behaviors of the managerial personnel toward the agents in an agency. Intra-agency conflict, the fourth factor, reflects peer and managerial-peer interpersonal and competitive conflicts. The fifth dimension, agent independence is an autonomy dimension regarding the commission form of compensation which may be specific to salesmen. General satisfaction, the sixth factor, seems to involve a global impression of the caliber of the peers ("agents have wide-ranging interests") as well as the more social aspects of managerial behavior ("social get-togethers sponsored by the agency keep agent morale at a high level").

The six factors are now measured by a total of 80 items. Respondents indicate how characteristic the statement is of his agency. At present we have 1275 Agency Climate Questionnaires (ACQ) returned to us by managers, assistant managers and currently employed agents representing 208 life insurance agencies around the country. This represents an overall return rate of approximately 75% with two follow-ups. For each of the six scales, the internal consistency reliability estimates are essentially the same from position to position in the agency. The scale with lowest reliability is new employee concern (.60) and the highest is managerial support (.90).

In addition to the highly similar structure of the dimensions regardless of whether managerial or agent personnel have responded,

the scale intercorrelations are essentially the same for each group (median  $|r| = .30 - .35$ ); the intra-agency climate scale is the only negative scale. Also, the responses to the scales look like they are normally distributed in the population.

Extensive data analyses reveal that both scale by scale and on a profile basis, there exists only a slight positive relationship (less than .20) between the way a manager and an agent from the same agency see their agency climate. This relationship is even lower when calculated for manager and assistant manager, and agent. Thus, while the scales seem to have acceptable reliability from an individual point of view, there is little multi-rater or convergent reliability. The one case in which some convergent reliability exists is between agents from the same agency, sufficient agreement is obtained to substantiate summing across agents to obtain an agent view of the agency. The conclusion is that a simple addition across all the members of an organization for a single index of organizational climate is not a useful approach. Such a procedure fails to consider the characteristics of various positions in an organization and the impact these positions may have.

#### Validity of the Measure of Climate

The major purpose of our research is to predict who will succeed under particular organizational conditions. This longitudinal approach was chosen so that the strongest conclusions possible might be drawn from the data. In the interim, it was thought that data collected on a concurrent basis might be informative. The reasoning is as follows: the basic conception of the model suggests that individual-environment compatibility will yield success for both. If this conception has validity, then those agents currently in the agency who "fit" best, should be the better producers.

This hypothesis that fit is related to production derives not only from the general model but from the assumption that the manager is a central person in the life of an insurance agent. If one sees things the way the manager does then one's life in the agency should be relatively successful; the environment is understood. The assumption is that the superior and subordinate need not necessarily be describing the environment in positive terms but that they must agree on what it is. When there is agreement in both relative and absolute descriptions then production should be highest of all. The congruence in perception in turn may be viewed as an index of managerial style, since the manager who has achieved

a relatively high degree of rapport with the agent may be the manager with whom the agent is most compatible. One might also suspect that agencies in which the agents as a group tend to see things the way the manager does will be higher producing agencies. This would lend additional support to the hypothesis that agreement on the psychological conditions of the work is itself an index of managerial style; a summary index.

To test these assumptions, total volume production data for calendar 1968 were available on 286 full-time life insurance agents from 75 agencies in one company. After converting each ACQ dimension to 5-scores relative to the position in the agency, the profile of each agent's description of climate was correlated with the profile of his respective manager's perception of the same climate. For this index of shape relationship we used Jacob Cohen's profile correlation procedure ( $r_c^2$ ). This correlation was then related to the agents' production for the calendar year, in two different ways. One procedure was to correlate the profile similarity index with the production figures; this yields a correlation of .20 ( $p < .01$ ). Also included in the matrix of intercorrelations were all of the individual scale scores and such variables as age, education, length of time in the agency, and size of the agency; the only significant correlations with production were two indices of profile similarity,  $D^2$  (Cronbach & Gleser) and the Cohen correlation index (.18,  $p < .01$  for  $D^2$ ). The similarity in results between  $r_c^2$  and  $D^2$  are due to the individual scale intercorrelations and the fact that shape similarity and level similarity are highly related ( $r = .65$ ). In addition it was noted that in the correlation matrix there is scattered evidence to indicate that when agents agree with managers, they tend to agree not only on the way in which individual elements in the profile stand in relation to each other, but also on the general positiveness of the climate description.

A second method of data analysis (actually data presentation) is to calculate the commonality or common variance between the manager and the agent in their descriptions of the organizational climate. This procedure utilized the  $r_c^2$ , or profile coefficient of determination; the degree to which the two profiles explain common shape variance. Table 1 presents the results of this analysis. In the  $r_c^2$  column are intervals of common variance ranging from high positive commonality to high negative commonality. In this context we are using a negative coefficient of determination. In the production column, average production figures for all agents

falling in that commonality range are presented. In the last column, N, the number of agents falling in each commonality range are presented. The first thing to note is that the rank order of the  $r_c^2$  and production columns are very close, the rank difference correlation being .98. The second element of interest is that the variance-in-common distribution as shown in the N column seems normally distributed.

TABLE 1  
Relationship Between Agent-Manager Profile Commonality  
And Agent Production

$r_c^2$	Average Production (thousands)	N
70 - 99	1169.1	8
50 - 69	976.4	18
30 - 49	916.4	37
10 - 29	964.6	37
-9 - -9	821.9	92
-29 - -10	778.8	44
-49 - -30	810.8	24
-69 - -50	753.2	20
-99 - -70	726.0	6

When the average agent profile in a given agency is related to the manager profile and this index in turn correlated with the average agent production for the agency, approximately the same data result. The relationships, however, are not as strong as when they are accomplished on an individual basis.

For a number of reasons these findings are very encouraging. In the first place there is quite a bit of restriction in range for the production data, since only agents who sold more than \$500,000 worth of insurance were included. In addition, it would be suspected that climate would be more highly related to agent production in 1969 than it was in 1968. This would follow from the hypothesis that understanding or being ready for a particular situation is more of a predictor of success, than a result of success. If this is true then the fit between superior and subordinate is something

that may be temporary and its affects are felt after the fit has been achieved rather than concurrently. This suggests the necessity for managers to be continually reassessing their agents and agency in an attempt to keep "in tune" with others' perceptions of themselves and other agents.

#### The "Real" Test

The data for the crucial test of the model and research hypotheses only await follow-up and production figures prior to analyses. Questionnaire responses from over 1400 newly contracted life insurance agents representing two companies and over 200 agencies have been received. These questionnaires were mostly completed prior to the agents' beginning full-time employment. These agents have completed a questionnaire with the same items contained in the ACQ filled out by the managers, assistants and currently employed agents. The new agents, however, responded to two questions: "How do you expect the climate of your agency to be" and "How do you prefer the climate of your new agency to be".

The responses to these two questions will serve as our index of the contexts in which these agents are most likely to succeed. We view the expectations as indices of what the agent's prior experiences have prepared him for; in this context we speak of readiness of the agent for particular environments. The preferences the agent specifies are viewed as expressions of the importance he attaches to various aspects of his work context; here we speak of relevance of the organizational climate. Readiness seems to be an attitude which is subject to change more easily than is relevance which is closer to a value the individual puts on the amount and kinds of contacts he has in his work environment. We suspect that relevance will serve as a moderator of the relationship between new agent expectations and current agency climate.

In the light of the data presented earlier regarding the lack of agreement across positions as to what constitutes the climate of an agency, profile comparisons will have to be run between all combinations of new agent expectations, preferences and current agents, assistant managers, and managers. In addition, the preferences will be tried as moderators. In and of themselves, these analyses should be interesting. In addition however, we are not forgetting the more traditional individual differences measure and

how it relates to the criteria. It is expected that the AIB in combination with some index of the relationship between the individual and the organization will yield maximal prediction of the criteria.

Much of these analyses depend on the extent to which the original six scales stand up when administered with the two different response sets. Without some independence in the scales, the profile matching technique we employed in the manager-agent similarity prediction of production will not be as useful. The fact that the scales have stood up as well from manager to assistant and then to the current agents gives us reason to hope they will react similarly under the new instructional sets.

We hope to report success in these analyses sometime late next year.

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## PROFESSIONAL NOTES

### Professional Affairs Committee

A review of ethical conduct cases referred to the Professional Affairs Committee of Division 14 over the past several years indicated that a majority of these cases were concerned with the advertising and promotion of psychological services or materials. Of those cases handled by the APA Committee on Scientific and Professional Ethics and Conduct in recent years, approximately one half concerned Industrial Psychologists and pertained to advertising practices. It was the view of the past Professional Affairs Committee that these ethical cases involving Division 14 membership were, for the most part, not intentional but rather resulted from a lack of awareness or understanding of the relevant ethical standards.

Because of this situation, the outgoing Division Executive Committee in its meeting at the recent APA Convention in Washington, D.C., expanded the role of the Professional Affairs Committee. The committee was directed to serve as an advisory panel to the membership whereby interested members may seek the advice and counsel concerning ethical consideration of any of their planned activities, particularly as it relates to the sale or promotion of psychological service and/or materials.

Division 14 members wishing to consult the committee in its new role are encouraged to contact the committee member of their choice or direct their inquiry to the committee chairman. Their names are listed on the inside back cover.

\* \* \*

### Call for Nominations

Don Grant will be sending out shortly a call for nominations for the various offices in Division 14, and you are encouraged to start thinking of people to nominate. Bill Owens, former elections committee chairman, says that in the past such nominations are likely to be scattered and diffuse. He has pointed out that whereas election demands relatively solid support, eight or ten votes may be sufficient to nominate a person for an office. Bill has written the editor, "The critical role of nomination is clear to everyone;

what may not have been clear is that each individual nominator can have a substantial impact upon selections for the ballot. All members are urged to express a preference at the appropriate time. The list of present and past officers and committee members may serve as a memory jogger if one is needed."

\* \* \*

The Division of Personnel Psychology of the New York State Psychological Association and the Metropolitan New York Association for Applied Psychology recently sponsored a Conference-Workshop on Assessment Centers. The program committee was composed of Douglas W. Bray, William C. Byham, Henry H. Morgan, and Joseph L. Moses. Conference leaders were Jon Bentz, Walter D. Storey, and Drs. Bray and Byham.

\* \* \*

### 1967 Salary Survey

Norman L. Vincent  
State Farm Insurance Companies

Salaries paid industrial psychologists have been of sufficient interest to motivate Dunette (1961) to survey industrial psychologists for the year 1960 and Wickert (1966) to analyze 1964 salary data gathered by the National Register of Scientific and Technical Personnel. Both of these studies provide valuable benchmarks against which to evaluate changes in salaries; however, the studies were independent of one another, they are cross sectional in nature and definitive comparisons are difficult, if not impossible. Although the study reported here is independent of the other two, and again meaningful comparisons are precluded, we hope it is the first of a series of studies which will provide longitudinal data on salaries of members of Division 14.

Salary data can be very useful to employers of industrial psychologists when administering salaries of those who are presently employed and when seeking new employees. These data might also prove to be of some value in talking to potential graduate students about entering the field in industrial psychology. Obviously, they are also highly interesting to industrial psychologists who have set personal goals for themselves.

Since we intend to conduct the survey annually and build longitudinal data, we needed an identification system which would allow us to tie 1968 salary data to 1967 data for each individual in the sample while at the same time guaranteeing his anonymity. Social security numbers seemed to be a "natural" for this purpose. The social security number does not change, each individual will remember it from year to year and more importantly we do not assign the numbers so we need not maintain a key and there is no way in the world we can identify any individual. 1967 data are punched in cards along with the social security number so that when we repeat the survey we can tie directly to the prior year. In this way we hope to build a meaningful set of longitudinal data.

Approximately 25 people returned salary surveys but did not include social security numbers on their forms. These 25 were included this year but obviously they will be lost in the longitudinal study. Furthermore, a few individuals refused to report anything because we asked for a social security number. Our reasons for using the social security number are simple and straightforward as outlined above; however, rather than have a member of the Division refuse to participate in the survey because of our request for the number we would hope that he would use any 9 digit number, write it down, remember it, and use it on the survey from year to year.

In addition to asking for primary and supplementary income the survey included questions on type of employer and type of work, age, academic degrees, and starting salaries.

96% of those who had Ph.D.'s obtained their degrees in psychology. Of those who reported that they had the ABEPP 78% were in industrial, 9% clinical, 7% counseling and 6% reported simply that they had the ABEPP with no specialty designated. The mean length of time with present employer was 9 years for those returning the survey while the median was 7 years. The interquartile range ran from 3 years to 15 years.

The important data from the survey are presented in ten figures which are self-explanatory; however, some comments on each might be appropriate. In order to preserve anonymity, the figures contain data at the 25th, 50th and 75th percentile if the sample size was greater than approximately 23. For samples of 50 or larger the 10th and 90th percentiles are also included.

Figure 1. Primary professional income is displayed as a function of highest academic degree and sex. The income distributions are typical in that they are skewed and generally the higher the

income the more variability there is in the distribution. This is apparent by comparing the Doctor's level with the Master's level. Not only do those with Ph.D.'s earn about \$3,200 a year more than those with Masters but judging from the interquartile range, the Doctor's distribution is more variable.

Figure 2. Using the data reported by Wickert on those with Ph.D.'s as a base, we calculated expected 1967 income assuming that buying power remained constant from 1964 to 1967. That is, we simply took 1964 income and added the necessary dollars to maintain 1967 buying power at the 1964 level by using the Bureau of Labor Statistics Cost of Living Index. While the 1967 expected median was \$15,600, the actual 1967 median was \$19,250. This is 23% over expected and 33% over what it actually was in 1964. Notice that the 90th percentile has increased 42% over 1964 while the 10th percentile has increased only 25%. Because of differences in samples, these comparisons are tenuous, however, it does appear that the top level of the salary range is increasing at a faster rate than the bottom.

Figure 3. There is a clear relationship between membership status in Division 14 and primary income. The median for Fellows of the Division and ABEPP Diplomates was \$22,000 while the median for Members was \$18,000 and Associates \$14,950.

Figure 4. Because of the cross sectional nature of this study it is difficult to say that salary peaks out at age 45-49; however, it is apparent that there was a peak in that age group in 1967. A longitudinal study will help us explain the dip in salary that occurs after age 50. It could mean the high paid people are dropping out of the Division at that time or it could be an actual decrease in salary. At this point we can only speculate, however, we will have answers to these questions at a later time.

Incidentally, Wickert's data covering 1964 showed a peak in salary in the 50-54 group.

Figure 5. It is interesting to look not only at the levels of salary as a function of primary employer but to look at the variability as well. Notice, for example, that government salaries are relatively low but they also reflect the rigidity of the civil service salary administration program in the narrow interquartile range. Contrast that with the salaries of manufacturing and consulting. Consulting salaries show the greatest variability. No attempt was made to annualize academic salaries; we simply show the actual amounts reported for 9, 10, 11, and 12 months.

Figure 6. This is perhaps the first time anyone has plotted starting salary as a function of the year in which the field of industrial psychology was entered by Division 14 members. Although sample sizes are relatively small for each year, one does get a feel for the rate of increase of starting salaries for industrial psychologists. People recruiting new graduates might be interested in making some projections into the future on the basis of these data.

Figure 7. Figure 7 displays primary income as a function of the number of years since the doctoral degree. It is only for those with a doctorate. Once again we find the typical skewed distribution and the increase in variability as the salary level goes up. Whether the new graduate can expect his salary to follow this path is questionable because of the cross sectional nature of this study. Once again our longitudinal study will clarify that point.

Figure 8. Primary professional income is related to major job activity in nine broad categories. Some care must be taken in interpreting the salaries for those engaged in teaching because they might be for 9, 10, 11, or 12 months.

Figure 9. Supplementary professional income by source is shown in Figure 9.

Figure 10. Although the median annual salary after making a change was \$1,000 higher than it was before the change, it is apparent from Figure 10 that many people experienced a salary decrease when making a job change in 1967. The "before" and "after" change data reflect a simple comparison of two distributions; however, the figure on the right is a distribution of the differences between salaries before and after change for 65 individuals on whom we had complete data. Notice that the bottom quartile is at no change and 10% of the group had a salary decrease of \$4,000 or more.

The accuracy of our salary data and, consequently, their utility can be enhanced by having more members of Division 14 return the survey. The 55% return was disappointingly low and I would hope that next year we will have greater participation. If you returned a survey form this year, please do so again next year and the following years. If you did not return a survey this year please return one next year so that we can establish a good solid base for a longitudinal study of salaries paid to members of Division 14.

## References

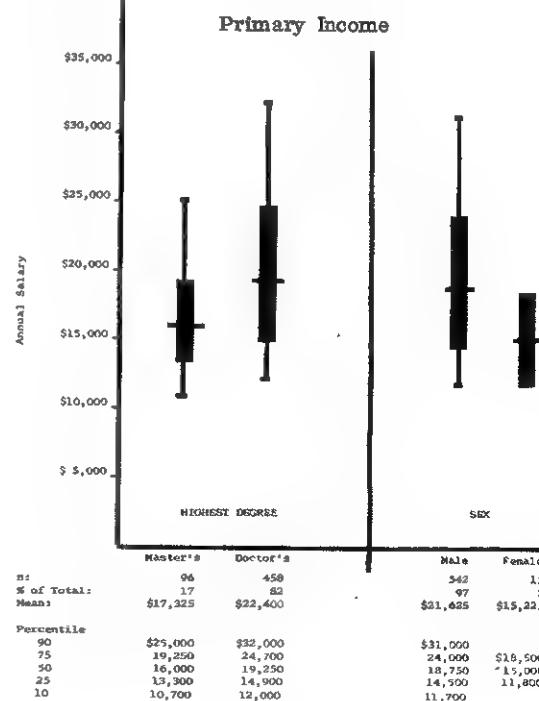
Dunnette, M.D., Incomes of industrial psychologists. American Psychologist, 1961, 16, 503-511.

Wickert, F.W., First biennial survey of the salaries of industrial psychologists (1964). The Industrial Psychologist, 1966, 3, 33-42.

\* \* \*

MARNIV DUNNETTE seems sensitive to the fact that we never seem to get his name spelled right. I am sure he knows how difficult it is to spot these for in his review of Blum and Naylor's text he did not mention two choice typographical errors: (A) on page 116 the authors refer to "validating an empirically deprived scoring key" and (B) on page 188 they mention the "discriminate function."

Figure 1



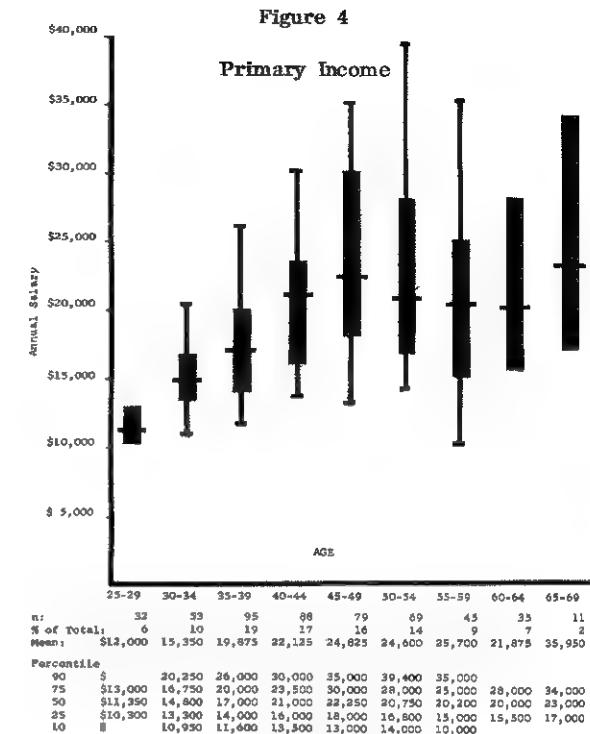
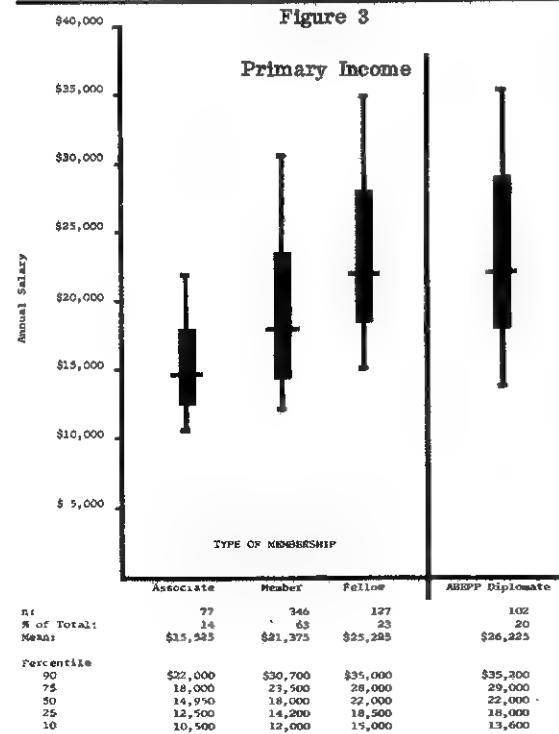
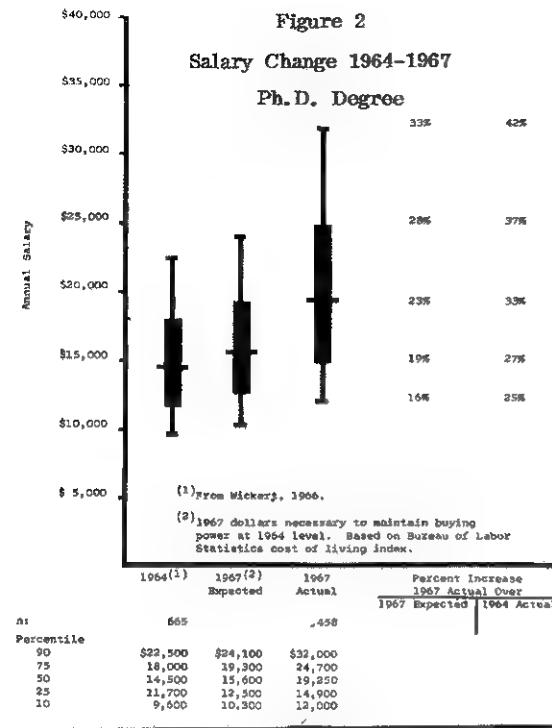


Figure 5  
Primary Income

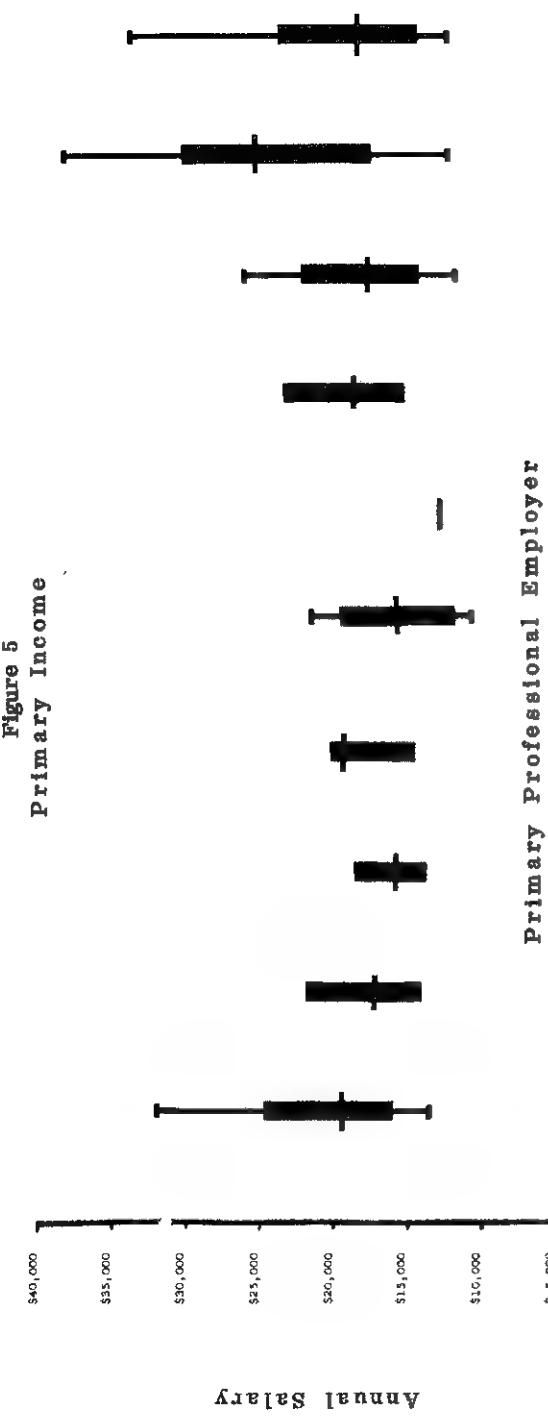
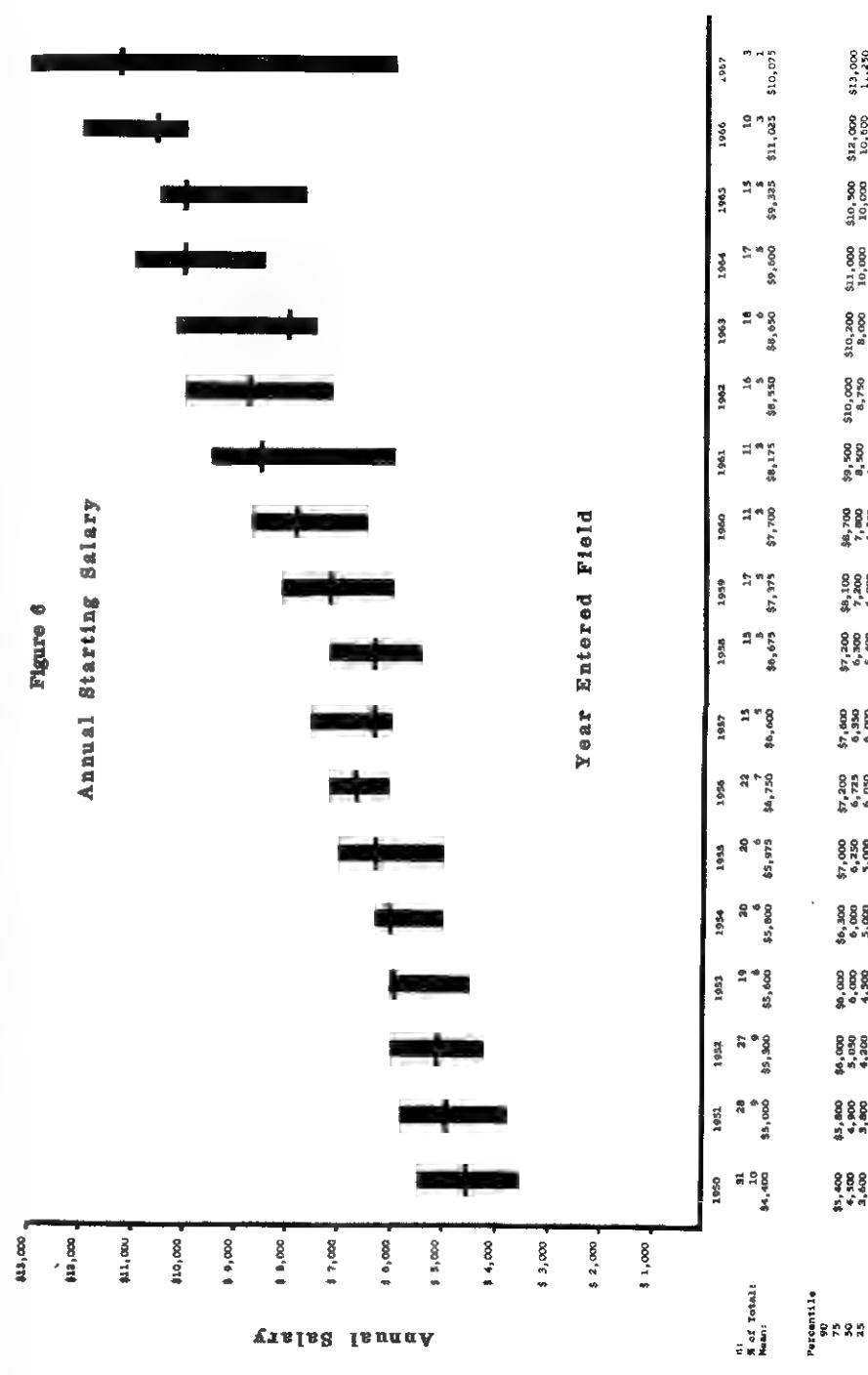
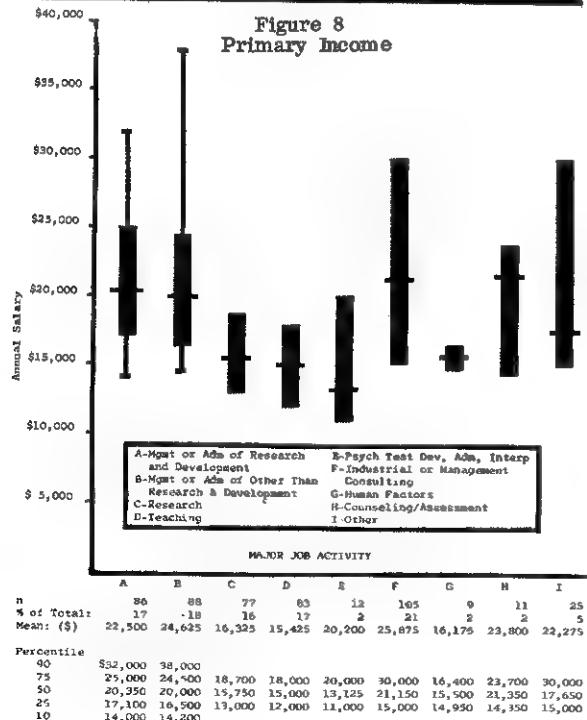
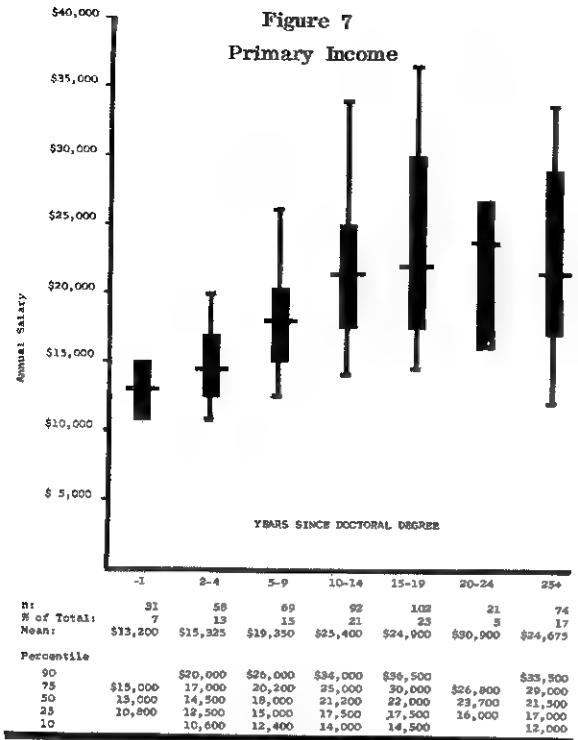
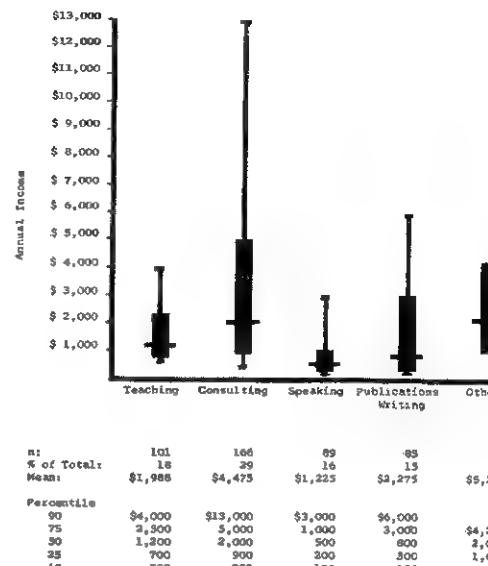


Figure 6  
Annual Starting Salary

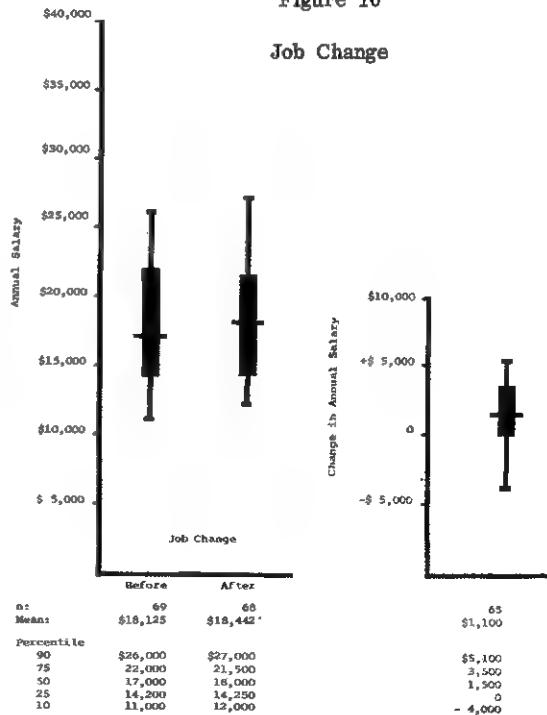




**Figure 9**  
**Supplementary Income**



**Figure 10**



## Second Annual Division 14 Salary Survey

August 29, 1969

Norman L. Vincent<sup>1</sup>

State Farm Insurance Companies

On May 2, 1969 the second annual salary survey was mailed to 1,064 members of Division 14. It was accompanied by a cover letter from Herb Meyer, Secretary-Treasurer of Division 14, which explained the purpose of the survey. A return envelope addressed to me was included. By June 20, 1969 we had received 579 usable returns representing 54.4% of those mailed.

In order to tie 1968 salary data directly to data from 1967, respondents were again asked to record their social security numbers. There was a total of 239 doctoral members who had reported social security numbers and salary information in 1967 and in 1968 so we have the beginnings of a longitudinal study.

The results of the survey are presented in 16 figures which can be used for reference purposes.

Figure 1. Primary professional income is displayed as a function of highest degree and sex. Data in Figure 1 include all usable returns from 1967 and 1968 and no attempt is made to relate data from the two years directly, i.e., the data represent a cross sectional approach. 1967 data can be found in an earlier report which is available from me.

Figure 2. Primary 1968 income, all degrees, is displayed as a function of membership status in Division 14 and for Diplomates of the American Board of Professional Psychology Inc.

Figure 3. Primary 1968 income, for doctorates only, is shown as a function of age.

Figure 4. 1967 and 1968 primary income, for doctorates only, is shown as a function of primary professional employer.

Figure 5. Although sample sizes are small, Figure 5 gives some indication of the change in starting salary of industrial psychologists entering the field. These data are for all respondents regardless of academic degree.

Figure 6. 1968 primary income, for doctorates only, is broken out by years since doctoral degree.

Figure 7. 1968 primary income, for doctorates only, is displayed as a function of major job activity.

Figure 8. Supplementary income, for doctorates only, is shown by source.

Figure 9. Primary income for doctorates who changed employers. The left-hand figure is simply a comparison of two distributions while the right-hand figure is a distribution of the differences between salaries before and after making a job change.

Figures 10, 11, 12 and 13. These figures contain longitudinal information. They are for doctorates only and include only those people for whom we had 1967 and 1968 salary information and for whom we had a social security number so that individual salary changes could be determined. Figure 10 displays dollar amounts of change as a function of age, Figure 11 shows dollars of change by years since doctoral degree, Figure 12 by primary professional employer, and Figure 13 by major job activity.

Figures 14, 15 and 16. These figures display the distributions of the per cent of change in income from 1967 to 1968. In each case, for each individual, the change in income was calculated as a per cent of 1967 income; the figures display distributions of these percentages. Figure 14 breaks it out by age, Figure 15 by years since doctoral degree, and Figure 16 by 1967 income.

\* \* \*

Figure 1  
Primary Income

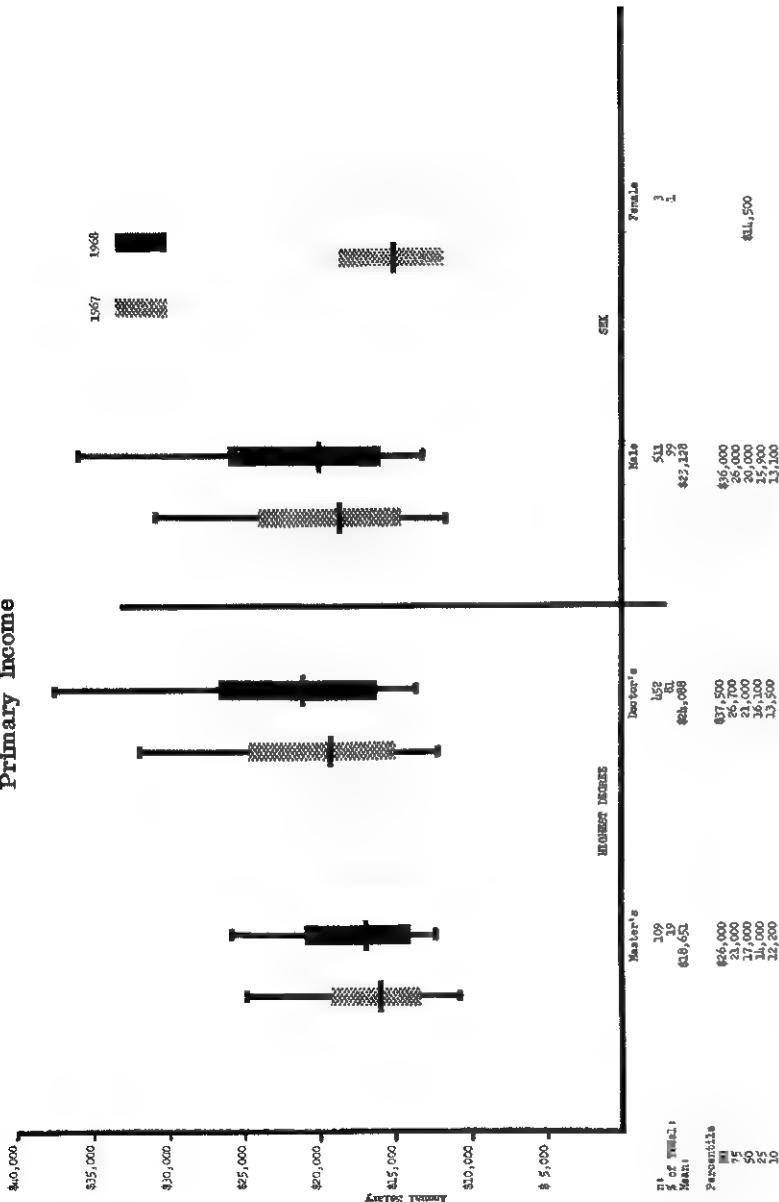


Figure 2  
Primary Income  
All Degrees

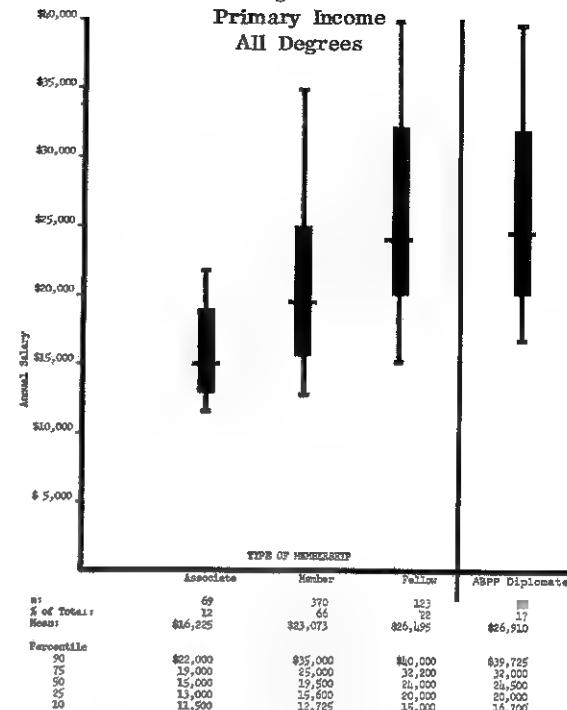


Figure 3  
Primary Income  
Doctorates Only

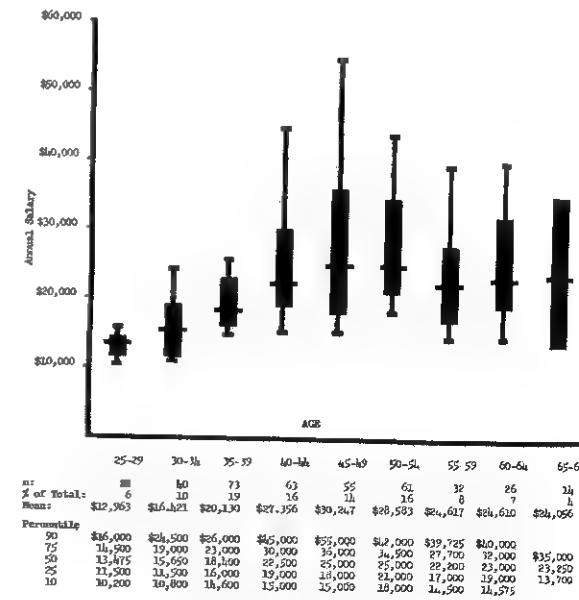
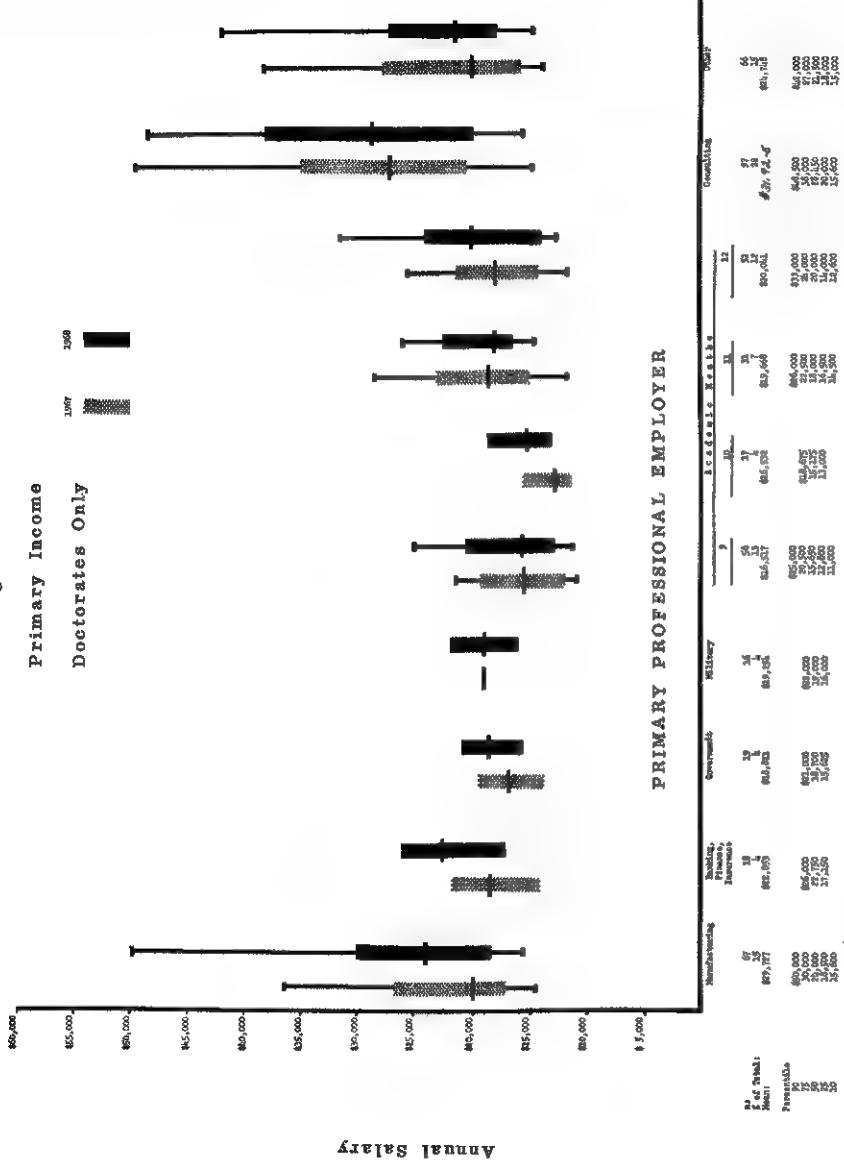
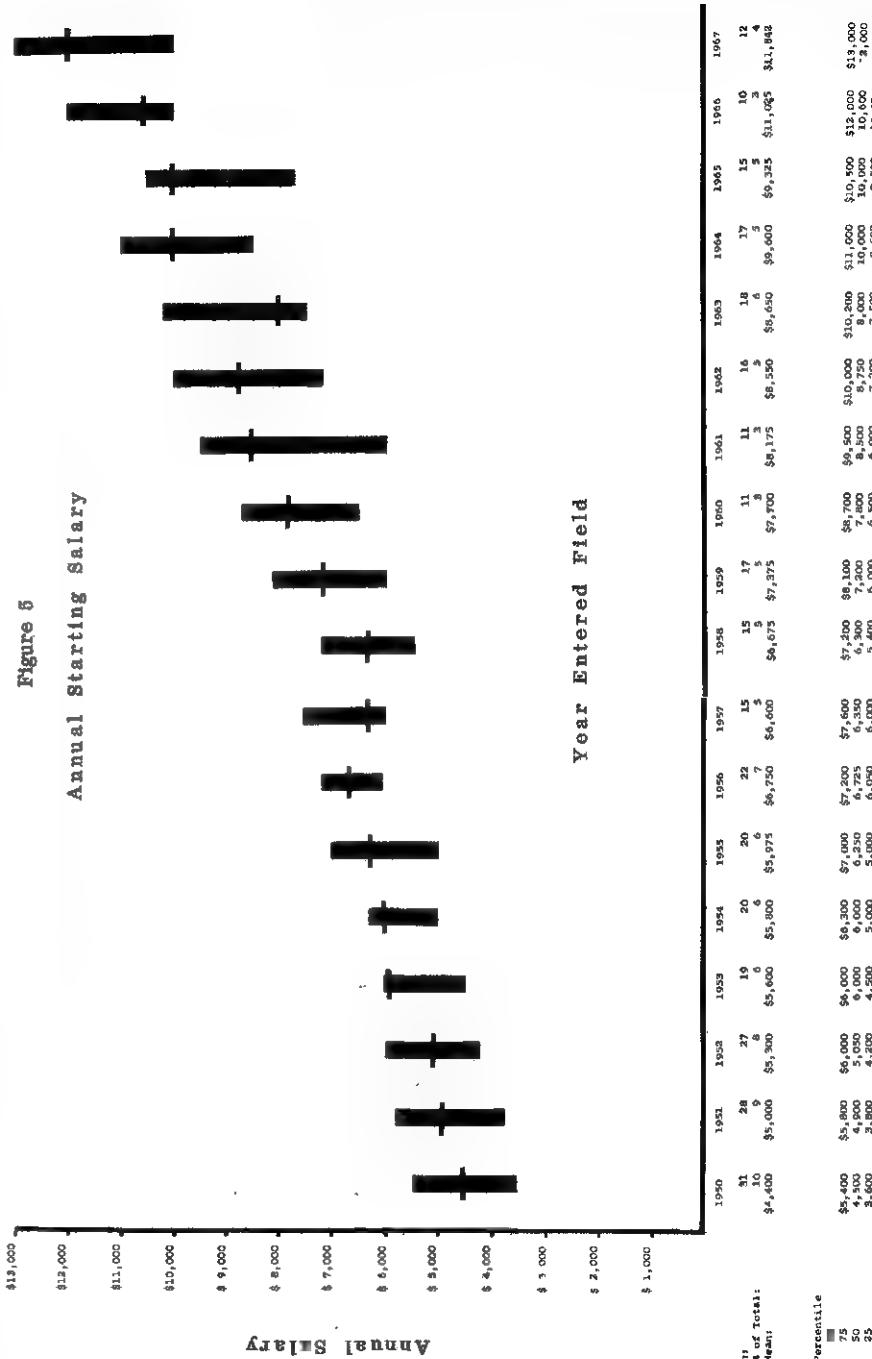


Figure 4



50

Figure 9 Annual Starting Salary



51

Figure 6

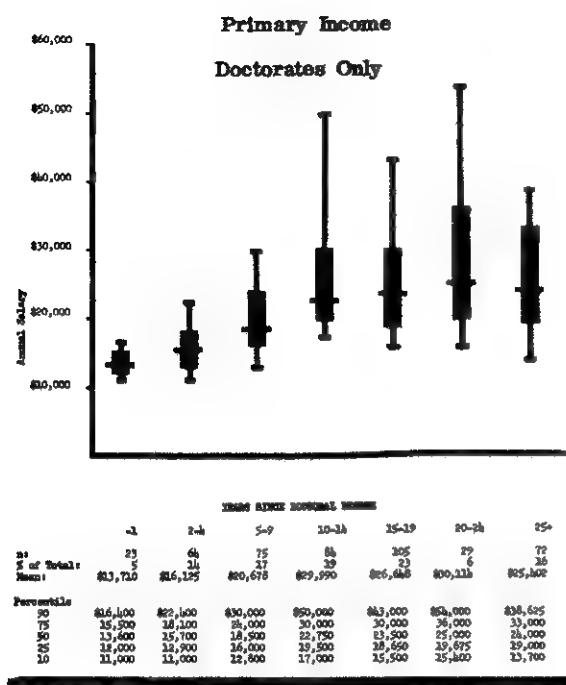


Figure 7  
**Primary Income - Doctorates Only**

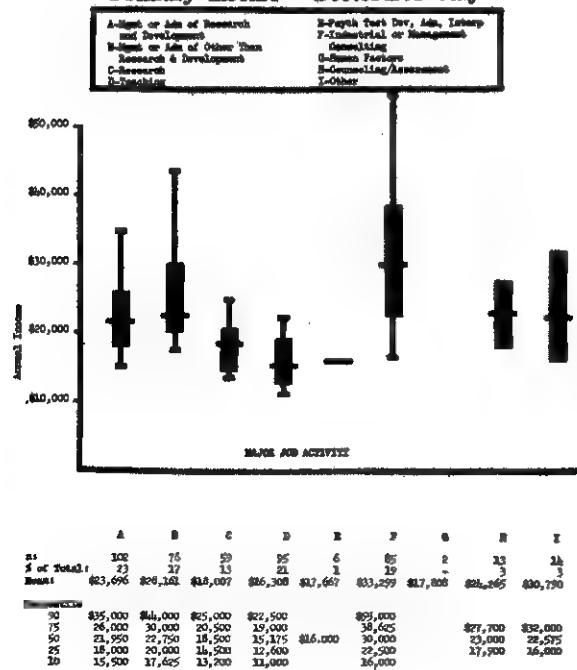


Figure 8



Figure 9

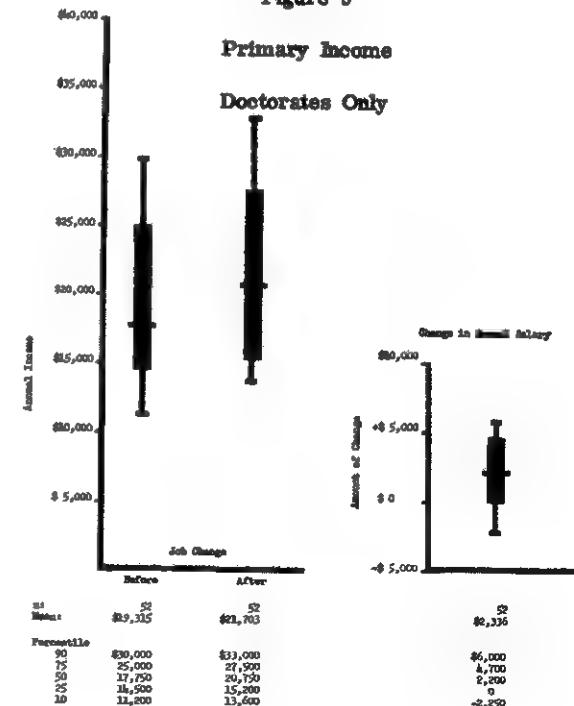


Figure 10  
Change In Primary Income  
1967-1968 Doctorates Only

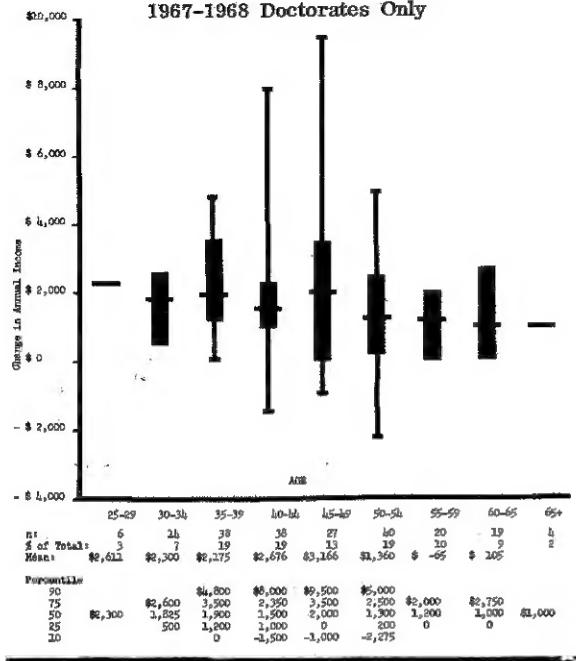


Figure 11  
Change In Primary Income  
1967-1968 Doctorates Only

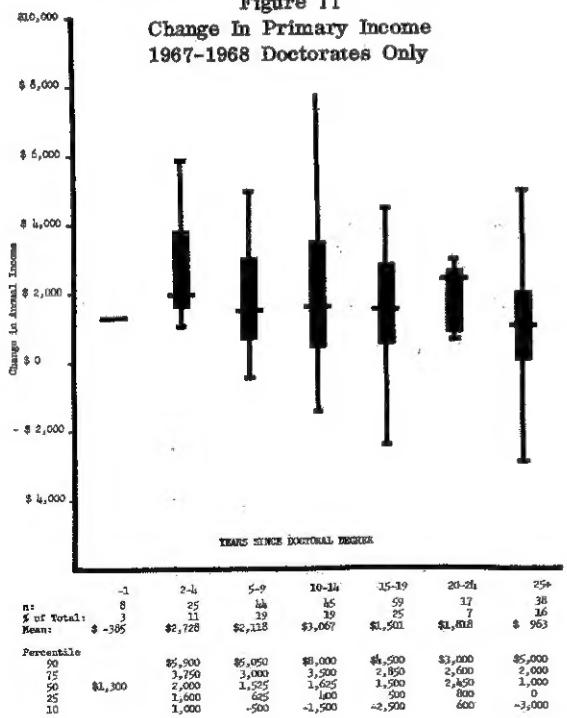
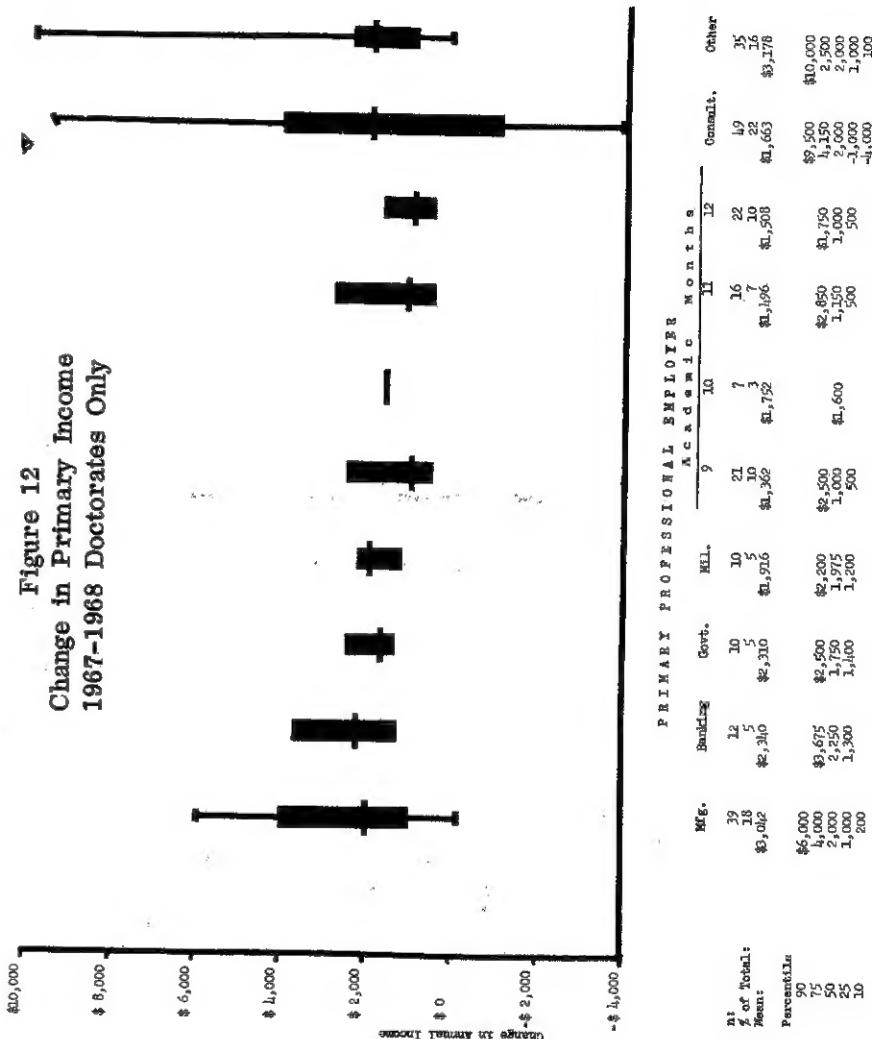
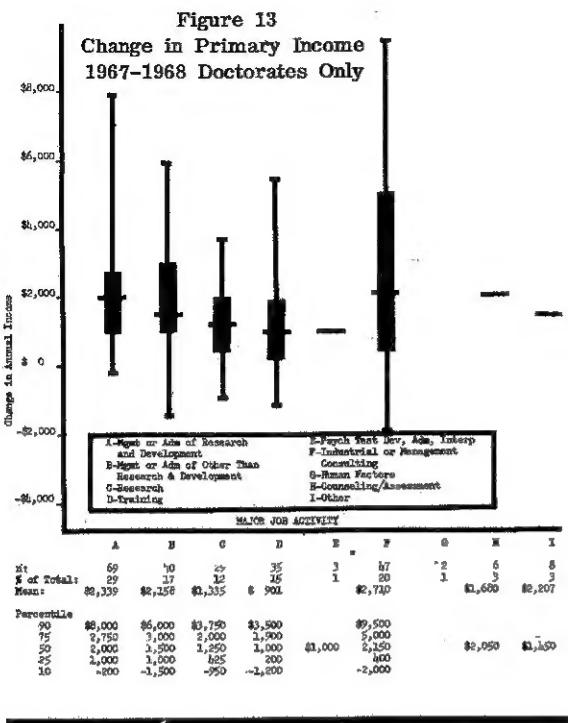
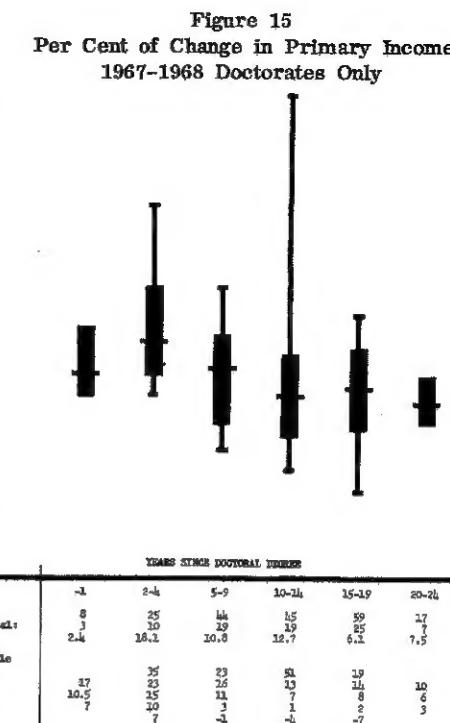
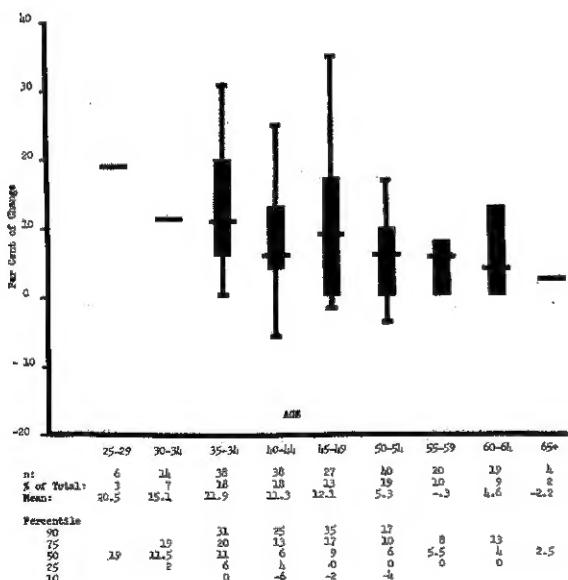


Figure 12  
Change in Primary Income  
1967-1968 Doctorates Only

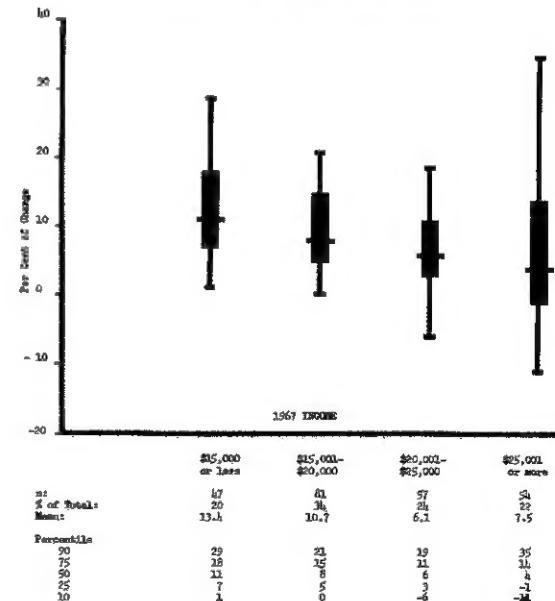




**Figure 14**  
Per Cent of Change in Primary Income  
1967-1968 Doctorates Only



**Figure 16**  
Per Cent of Change in Primary Income  
1967-1968 Doctorates Only



## EDITOR'S NOTE

At the mid-winter meeting, the Division 14 Executive Committee will discuss, among other things, the budget for TIP and directly related to this whether the Division should continue to publish the Newsletter in its present format. A brief questionnaire was sent to APA Newsletter Editors to obtain information for discussion at our meeting. The survey was anonymous and no confidential information was requested. The percentage return of this survey was about the same percentage as that of the Division Salary Survey conducted by Norm Vincent. I wonder why it is that only 50% of psychologists answer questionnaires without follow-up no matter what the subject, no matter whether it is anonymous or not; and even when it is directly related to their interest. Is it that we are too busy conducting our own surveys?

I, myself, have not given up, and am sending a brief survey to a random sample of Division 14 members to get your ideas for presentation at the meeting. I would also appreciate comments from each of you.

Merry Christmas,

John R. Boulger

\* \* \*

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